

# Activity report 2012



Ajuntament  
de Barcelona

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# 01 Introduction

Barcelona Activa, part of the Area of Economy, Enterprise and Employment, is the organisation responsible for executing Barcelona City Council's economic development policies.

For 25 years it has been promoting the economic growth of Barcelona and its territory, providing support for companies, entrepreneurship and employment and promoting the city internationally and its strategic sectors whilst maintaining proximity to the territory.

In 2012, Barcelona City Council embarked on a **reorganisation** of Barcelona Activa, its instrument for executing economic development policies, based on a new approach that places **business at the heart of its economic development policies, since business is the engine of economic growth and wealth and job creation.**

At a time of economic crisis, as we have continued to experience in 2012, with persistent unemployment and the numbers out of work in Barcelona reaching 110,000, Barcelona City Council has made a firm commitment to ensuring all its actions help to foster economic and business activity, because **the companies have to create the jobs we need.**

In this regard, in 2012, Barcelona City Council, through Barcelona Activa and its own resources, managed to guarantee a series of ongoing services for companies, people and the territory which are efficient, well dimensioned, of a good quality and which are adaptable, enabling them to meet both current needs and help us to move towards a competitive and sustainable economic model that ensures a good quality of life for our citizens.

Barcelona Activa's activity in 2012 has been fully aligned with the priorities and objectives of Barcelona City Council's new Strategic Framework 2012-2015 and has helped to implement **the measures that came out of the Barcelona Growth** working groups, the public-private initiative headed by the City Council to promote economic growth.

In this regard, Barcelona Activa has been **given greater capacity to become a business-friendly environment and to boost the Barcelona brand from an economic point of view**, both of which are key to reactivating the economy and creating jobs.

To this end, Barcelona Activa has launched new measures, creating comprehensive assistance and support services for companies and people looking for jobs or who want to move forward professionally.

This business-focused approach has been at the heart of the municipal agency's activities in 2012, and has informed the design and implementation of both its business and employment policies and its general promotional policies. This approach has resulted in a new municipal service, the Business Service, which has paved the way for Barcelona City Council to open a Business Support Office (OAE) for the first time in 2013, as a one-stop shop for information, procedures and support services, serving the various needs of companies in Barcelona.

Below is an executive summary highlighting the key activities carried out by Barcelona Activa in 2012:

- The business services offered by Barcelona Activa, which were in the process of being rolled out in 2012, provided support to 2,299 companies.
- Through the *Finestreta Única de Finançament* (One-stop shop for Financing), one of the services offered by the OAE which was launched in 2012, the City Council has enabled 186 new and established companies to raise a total of 20.8 million euros from both public and private financing sources.
- The *Servei de Tramitació de Societats* (Business Procedures Service) or PAIT point, which will also form part of the OAE, has created 431 new companies in Barcelona, and it is this point which has created the highest number of companies in the Spanish state.
- The new *Servei Empresa-Ocupació* (Enterprise-Employment Service) which aims to respond to the recruitment needs of companies by putting forward candidates who have participated in Barcelona Activa employment programmes, has managed 556 job offers.
- A total of 135 companies have received help finding a location for their business in Barcelona through the Business Location Service.

- In addition to the above services, which are already up and running and will be integrated into the OAE in 2013, the agency has been working on co-ordinating with other municipal departments to enable the Business Support Office to integrate the administrative procedures carried out between businesses and the city council into its service range, and also the public tender access and support service.
- By December 2012, 146 companies had been installed in 3 municipal incubation environments: The Barcelona Nord Technology Park, with 46 technology companies, mostly engineering firms, the Glòries incubator, with 54 innovative technology-based companies, and the Almogàvers Business Factory incubator, a space managed through public-private partnership with 9 collaborators and 46 pre-incubated companies and projects, which by the end of 2012 was fully occupied.
- The municipal Entrepreneurship Services have helped 2,500 new business projects, achieving a historic record. Through public-private partnership, they have managed 5 business creation programmes in the emerging sectors of media, ICT, biotechnology/biomedicine and clean energy/environment, with 73 participants, 8 in the traditional sectors of commerce, craftwork and construction and 5 programmes to facilitate business creation among different groups, such as young people and the over-40s. The Women Entrepreneurs School trained 480 female entrepreneurs in business creation and 97 business women interested in making their companies grow.
- A total of 19,532 people have been served through the employment and professional training programmes and services. In light of central and regional government cuts to resources for active employment policies in 2012, Barcelona City Council has used its own resources to ensure continued support and the continuation of the service for the unemployed, adapting the required mechanisms.
- A total of 6,727 unemployed people have benefited from the capsules and tutorials on the employment guidance and job search programme *Activa't per a l'Ocupació* (Get moving towards employment) which in 2012 had 10 support points distributed across the city and 6,803 people were able to take part in professional improvement and development activities.
- 2012 saw the conclusion of the comprehensive programme offering guidance, training and grants for hiring young people, *Joves amb Futur* (Young People with a Future) which, in the last two years, has provided guidance to 1,619 young people, has trained 763 and has secured jobs for 559 young people with grants for companies.
- The programme *Treball als Barris* (Work in the Neighbourhoods), with job-related activities and complementary economic stimulus activities, has assisted 3,101 vulnerable unemployed people living in the neighbourhoods eligible for special attention and with the highest rates of unemployment.
- A total of 4,443 capsules, or short courses, and workshops have been delivered, providing IT training for professionals, SME workers, unemployed people and the general public, benefiting a total of 13,868 people.
- A total of 37 economic development activities have been carried out abroad (congresses, international workshops and economic missions) reaching more than 5,000 people. Support has been given to 100 foreign projects interested in investing or setting up in the city, of which 10 set up in Barcelona in 2012.
- Through participation in the Air Route Development Committee, 7 new intercontinental routes have been established from Barcelona Airport (Dubai, Toronto, Miami, Santo Domingo, Algiers, Oran and Banjul) and the airport has experienced growth with 42 international routes offering more frequent flights.
- A total of 17 Barcelona Updates seminars were held and 13 networking events to provide a boost to the foreign economic and business community present in Barcelona.
- The Mobile World Capital Foundation was set up to manage the series of initiatives linked to the city's mobile world capital status, which will continue until 2018.
- 23 bids were won for conferences that will take place in the city during 2013.
- The tourism plans for seven districts are currently being implemented (Nou Barris, Sant Andreu, Sant Martí, Gràcia, Sants-Montjuïc, Eixample and Ciutat Vella) which, together with the other 3 already carried out, will help to diversify the points of interest in the city for visitors and will encourage local economic development linked to tourism.

# 02

## Mission and values

Barcelona Activa, as the agency responsible for executing Barcelona City Council's economic development policies, is the reference organisation with regard to policies on business support, job creation and projecting Barcelona internationally as an excellent place for economic activity and social progress.

The organisation works in line with the values that guide all municipal activity and which are set out in the Barcelona City Council Strategic Framework for 2012-2015. These values are as follows:

### 1. Leadership. A city with strong leadership and future-oriented.

- **Capital status:** acting as a true national capital, at the forefront of the promotion of Catalan culture as an economic, social and national engine.
- **Regeneration:** renovating the city, prioritising the adaptation and smooth running of current public amenities.
- **Enterprise:** being proactive and entrepreneurial, moving towards the needs of citizens.
- **Adding value to the Barcelona brand:** making a reality and adding value to the aspects of the Barcelona brand projected to the world.

### 2. Proximity. A fairer, closer and more friendly city.

- **Proximity:** addressing the needs and problems of citizens in a more localised manner, in which the neighbourhood is the unit of action.
- **Listen and react:** listening and acting, promoting the collaboration and participation of citizens and dialogue.
- **Equity:** guaranteeing equity through fair access to services in accordance with the needs of service users.
- **Firmness:** ensuring established rules are applied firmly to ensure peaceful coexistence, safety and security in the city.

### 3. Efficiency. A city with more efficient, co-ordinated management.

- **Strategy:** strengthening an organisation that works with a strategic vision, with its sights set on the long-term future, paying special attention to the quality of daily activity and guaranteeing medium-term projects.
- **An enabling city council:** reducing bureaucracy in procedures and facilitating the activity of people and companies, making things easier for those who want to embark on new initiatives.
- **Cross-departmental action and teamwork:** promoting teamwork between different departments, with common directives and objectives, reinforcing the sense of belonging among employees.
- **Excellence and ambition with prioritisation:** fostering a culture of commitment to doing a good job and prioritising the allocation of resources to guarantee more effective and efficient management.
- **Public-private:** establishing alliances with the third sector and with private initiatives to provide competitive, high quality services.
- **Hope and enthusiasm:** to create a better future through work well done.

# 03

## Spheres of action and network of facilities

Barcelona Activa is a municipal capital corporation with a Board of Directors formed of representatives from all municipal party groups. It is organised into three executive directorates, around 13 operational departments, and undertakes the following lines of work:

### Enterprise and Employment Services

1. **Enterprise:** Provide support to improve the competitiveness of enterprises in Barcelona by strengthening relations with the leading companies and promoting a permanent range of services that foster wealth and job creation in the city.
2. **Entrepreneurship:** Promote entrepreneurship and support entrepreneurs throughout the process from the business idea to starting up the company.
3. **Professional Skills Acquisition and Employment:** Guide and coach people over the course of their professional career, in accordance with market and business requirements. Favour the qualitative meeting between supply and demand for work, responding to the needs of companies in terms of human capital.
4. **Training:** Improve the skills of citizens, professionals and companies, to make Barcelona a more competitive city.

### Promotion

5. **City Promotion:** Promote Barcelona's economic flows, exchanges and relations abroad in order to boost the Barcelona brand and the economy and business leadership of Barcelona and its Metropolitan Area.
6. **Strategic Sectors Promotion:** Improve the competitiveness of companies and the city and maximise their leadership and positioning at both a local and international level in all sectors considered to be strategic, with a particular focus on the Mobile-ICT, logistics, agro-food, energy-sustainable mobility, biotechnology, aerospace and higher education sectors.
7. **Tourism and Events Promotion:** Promote tourism and efficiently manage the impact tourism has on the city, in order to improve the quality of life of citizens by maintaining its economic importance. Attract economically advantageous events to the city, support them and build long term loyalty.
8. **Territory and Commerce Promotion:** Promote local economic development by working with the districts to identify and promote new economic potential and promote the role of small companies, helping them to modernise.

### Management and Strategy

9. **Economic Resources:** Optimise the management of the areas of Economy and Finances, General and Maintenance Services and their resources, establishing the policies and criteria required to achieve the objectives of the organisation.
10. **Human Resources:** Define the policies and strategies related to this area, such as selecting candidates, training, labour relations and prevention, optimising the management of human resources.
11. **IT and Organisation:** Co-ordinate telecommunication infrastructure projects that can be carried out to ensure the security and quality of Barcelona Activa's information systems. Improve organisation by designing processes and systems that guarantee quality and efficiency in service delivery.

- 12. Legal Services:** Provide legal advice to all departments of Barcelona Activa in accordance with current legislation to ensure the legality of all actions
- 13. Communication:** Participate in the definition and execution of Barcelona Activa's communication and marketing policy.

Barcelona Activa has the following **network of cutting-edge facilities** for promoting all of its economic development measures:

- **Headquarters**, which is home to the company's managing team, the central services, and the Promotion department.
- **Glòries Entrepreneurship Centre**, the city's leading facility for business creation.
- **Glòries Business Incubator**, incubation spaces and services for innovative new companies.
- **Almogàvers Business Incubator**, an incubating environment for growing innovative new companies in the city, managed through public-private partnership.
- **Barcelona Nord Technology Park**, incubation environment for growing innovative technology companies.
- **Centre for Professional Development (Porta22)**, the leading centre for professional guidance and training and employment programmes.
- **Can Jaumandreu**, space that hosts employment activities.
- **Convent de Sant Agustí**, a space that also specialises in employment activities relating to commerce, the restaurant industry and tourism, and a leader in inclusive entrepreneurship programmes. Since 2010, it has been home to Crea, an office that promotes the creation of companies in vacant premises in the district as part of the implementation of its Plan of Uses
- **Ca n'Andalet**, facility specialising in training activities.
- **Technology Training Centre for professionals and SMEs**, located in the MediaTIC building.

These facilities are complemented by a local network that includes 11 basic technology training satellites in public libraries and 10 employment service points distributed across the city.

# 04

## Main results of 2012

Below are details of the main activities carried out by Barcelona City Council through Barcelona Activa in 2012 in each of its activity areas.

### 04.1 ENTERPRISE AND EMPLOYMENT SERVICES

Over the course of 2012, a total of 224,667 people used the various services offered by Barcelona Activa relating to **support for companies, entrepreneurship and promoting employment and professional skills acquisition in the city**. Below are details of the municipal agency's key areas of action in relation to business and employment services in 2012.

#### 2012 Activity Summary

##### Barcelona Activa

|                           |         |
|---------------------------|---------|
| Total no. of participants | 224,667 |
|---------------------------|---------|

##### Entrepreneurship

|   |               |
|---|---------------|
| Entrepreneurs attended to                   | 15,535        |
| Business start-ups assisted                 | 2,500         |
| Estimated no. of jobs and companies created | 3,200 / 1,700 |

##### Enterprise

|  |         |
|--|---------|
| Participating companies                | 2,299   |
| Financing raised                       | €20.8 m |
| Companies incubated                    | 146     |
| Electronic processing of new companies | 431     |

##### Professional Skills Acquisition and Employment

|  |        |
|--|--------|
| Total no. of people attended to                              | 19,532 |
| Employment guidance and advice ( <i>Activa't</i> )           | 6,727  |
| Professional development                                     | 6,803  |
| Work in neighbourhoods                                       | 3,101  |
| Students offered guidance in the Barcelona Metropolitan Area | 17,977 |

##### Training

|                               |        |
|-------------------------------|--------|
| People in technology training | 13,868 |
| Professionals and SMEs        | 8,557  |
| People in basic training      | 5,823  |

In 2012, actions aimed at supporting companies and promoting employment were structured according to their duration, target group or format. The term **service** refers to everything that is offered free of charge and universally, over a continuous period of time, with both an onsite and online presence. These ongoing services are complemented with **programmes** that run for a set period of time and which are aimed at a specific and limited target group (sector, group, etc.), **activities**, running for a specific period of time, and **products**, either from the agency or other institutions.



## ENTERPRISE

Enterprise is considered to be the key asset for reactivating the economy and, in order to help improve the competitiveness of companies in the city, Barcelona Activa has created a new, comprehensive line of services to help meet the needs of companies and to facilitate economic activity and job creation. To do this, Barcelona Activa has become an **organisation that provides ongoing services to companies**, and for the first time, it now has a municipal **Business Support Office**, which was set up last year together with programmes divided by target group, sector or region, for improving business management, strategy and growth. Altogether, it attended to the needs of 2,229 companies over the course of the year.

Barcelona Activa has supported companies through the following services and programmes:

### Services

#### Business Support Office

The services Barcelona Activa offers to companies to help ensure their sustainability and growth were redefined over the course of 2012 and were brought together in a single office, thereby facilitating access to the services and speeding up their management. As well as reinforcing existing services, new ones have been put in place: the Business Support Office (OAE) will offer six distinctive services, available in person, online and/or by phone, which are detailed below:

#### 1. Constitution of companies

At the Glòries Entrepreneurship Centre, a company constitution desk has been established, where the PAIT "Advice and Start of Procedures Point" enables the electronic procedures to constitute a private limited company in an average of three to five days, and also the creation of new private limited companies within 48 hours. It also enables certain procedures to be carried out on the spot, such as registering as self-employed. Through this service, a total of 431 new companies were created electronically in 2012.

#### 2. Business financing

The business financing service, launched in May 2012, provides support in finding and securing public or private financing and offers information, advice and support on the procedures to follow, tailored to the needs of the company.

In 2012, Barcelona Activa was incorporated into the network of financial promoters of the Catalan Institute of Finance (ICF) and was accredited as a finance facilitator for this body. It also signed specific agreements with financial institutions that enable companies to access financing under preferential conditions. With regard to public financing, Barcelona Activa has provided advice and facilitated access to grants from regional, national and European public bodies. It has also boosted access to private financing through investment preparation activities and the organisation of investment forums - 7 over the course of 2012 - in the industrial, health, new technologies and clean energies sectors, in collaboration with the city's network of business angels.

In 2012, 186 companies managed to raise more than 20.8 million euros in financing for business creation and growth.

#### 3. Enterprise-employment service

This is a new service launched in 2012 with the aim of locating companies in the city that are looking to recruit new staff in contact with Barcelona Activa service users who are looking for work and who meet the requirements for the vacancies. In 2012 the Enterprise-Employment Service channelled 556 job offers.

In addition, and running parallel to this, it launched *PosaTalent* (Talent placement) which has enabled 17 MBA students, postgraduates and those taking specific courses to find work experience with companies.

#### 4. New markets

The aim of this service is to make it easier for small and medium-sized enterprises in the city to access new markets that will increase their sales capacity, such as the public procurement market and international markets.

As part of this service, the City Council has been working to foster the creation of a single public sector market place in the city, providing SMEs with access to information on public tender processes; advice on and support carrying out administrative, financial and legal procedures; preparing proposals; training to improve chances of success; and evaluation of potential collaborations between companies for public tender processes. More than 200 companies wanting to take part in public tender processes made use of this service in 2012.

Furthermore, to promote the internationalisation of SMEs, a number of activities were organised in collaboration with the administrations and institutions that specialise in this area, such as ACCIÓ, ICEX and the Barcelona Chamber of Commerce. In 2012, a total of 462 companies took part in information and advice activities, networking events and actions to support internationalisation, organised by Barcelona Activa, which included two technology missions to Silicon Valley (United States) and Brazil.

#### 5. Business location

Also within the framework of the project to create the Business Support Office, the business location service was launched in order to help companies find spaces suitable for their needs in the city of Barcelona (commercial premises, business centres and offices).

Over the course of 2012, the service helped 135 companies looking to establish themselves in Barcelona. Of these, 72% were looking to move to a new location while 28% were opening new regional offices or were expanding their business. The BCN business space search engine *Espais de Negoci*, which provides access to an extensive array of properties, from commercial premises and offices to warehouses or industrial land, available through the different sector agents, has been one of the main gateways for requests for this service.

#### 6. Business landing

The service was launched in 2012 aimed at international entrepreneurs and companies that are looking to set up, move or expand their business in Barcelona. The portfolio of services currently being worked on - and which will be fully up and running by the end of 2013 - includes: information and advice on the procedures for creating a new company, electronic business procedures service, financial advice, support with finding office spaces, support with recruiting professionals and an after care service. Work has also been carried out with the public administrations to try to simplify the circuits and procedures and to incorporate English into the economic development area, to help make Barcelona a business-friendly city.

Between May and December 2012, 44 companies and/or entrepreneurs requested information from the business landing service. Of these, 8 requested post-installation support, 3 have already opened an office in Barcelona through the business landing service and 5 are currently in the process of installing their company in the city. The companies that have begun the process of installing themselves in the city have created a total of 62 jobs.

### Programmes

#### Learning to Grow

The Learning to Grow programme aims to accompany and offer advice to companies and executives on the process of developing and growing their company. Based on case studies - descriptions of specific situations with an educational aim - it is complemented with a series of technical notes and talks/lectures that enable the participants to reflect on their own experiences and learn from the experiences of other business people.

Over the last year, there were two editions of the programme with a total of 73 participating companies.

### Reempresa

In light of the need some company owners have to sell their business, Barcelona Activa, in collaboration with the CECOT, launched a new programme in 2012, which promotes the transfer of solvent companies from the business owners to entrepreneurs who are able to keep the company running. So, with the aim of transferring companies as a means of creating and growing economic activity in the city, Barcelona Activa has set up an office in the *Centre de Reempresa de Catalunya* which offers advice and supports people through the company transfer process and also helps entrepreneurs to get the business up and running again.

The programme started in the final quarter of 2012 with 27 companies and 18 entrepreneurs interested in taking on companies.

### Mentoring

A programme that offers advice and support to small and medium-sized enterprises in the city, through mentoring from company owners and executives with a recognised track record. In 2012, work was carried out to re-scale and revamp the programme and to select company owners and executives who would act as mentors for other companies. The programme started in 2012 with the collaboration of 12 executives.

### Barcelona Nord Technology Park

A municipal facility equipped with cutting-edge infrastructures for incubating innovative technology companies, particularly in the engineering field. The companies installed there, totalling 46 at the end of the year, have had access to logistical and administrative services, ongoing advice and information services, business training and a networking and relations platform, as well as advanced services to support innovation, consolidation and business growth.

| 2012 activity summary   |             |
|---|-------------|
| Participating companies   | 2,299       |
| Constitution of companies   | 431         |
| Financing Service (amount raised)                                   | €20,829,300 |
| Enterprise-Employment Service (job offers)                          | 556         |
| New markets service (tender processes and technology points)        | 216         |
| Business Location service (companies attended to)                   | 135         |
| Business Landing Service (companies attended to)                    | 44          |
| Programmes on strategy, scaling and improving competitiveness       | 100         |
| Companies installed in the Technology Park BCN Nord (December 2012) | 46          |

| Sectors of the participating companies     |       |
|--|-------|
| Information and Communication Technologies | 22.2% |
| Services for companies                     | 16.8% |
| Commerce                                   | 10.8% |
| Creative production                        | 10.0% |
| Construction                               | 7.7%  |
| Culture, tourism and leisure               | 6.6%  |
| Industry/manufacturing                     | 5.9%  |
| Services for people                        | 4.8%  |
| Life sciences                              | 4.2%  |
| Environment                                | 2.4%  |
| Health and social assistance               | 1.6%  |
| Transport, logistics and distribution      | 1.2%  |
| Other                                      | 5.8%  |

## ENTREPRENEURSHIP

For more than 25 years, Barcelona Activa has been promoting entrepreneurship in the city as a means of creating wealth and jobs. This accumulated experience had resulted in the establishment of a useful and effective model, **reinforcing its comprehensive nature** as part of a firm commitment to supporting companies, guaranteeing a **permanent first-class service**, both in person and online.

In this regard, despite the difficult economic climate, in 2012 Barcelona Activa was able to reinforce the entrepreneurship programmes it offers, enabling it to attend to 13,535 people interested in starting up a company in Barcelona.

### Services

#### Dissemination and guidance on entrepreneurship

The Entrepreneurs' Resource Centre offers daily information sessions on business creation, which help to spread the entrepreneurial culture and provide information on services for entrepreneurs available in the city, and also on basic aspects to take into account when setting up a new business initiative in Barcelona. In 2012, a total of 9,872 people took part in these information sessions on starting up a company in Barcelona.

#### Coaching business creation

The Entrepreneurs' Resource Centre also provides entrepreneurs with an expanded team of technical experts, specialising in starting up new companies, who offer walk-in advice sessions on the different stages of the business creation process, such as support with drawing up a business plan, securing financing and carrying out a feasibility study for the project.

Last year, the Entrepreneurship service coached 2,500 new business projects, of which it is estimated that 1,700 will result in the creation of new companies, generating 3,200 jobs.

#### Business incubation services

The incubation spaces and services are comprised of two incubators, aimed respectively at new innovative companies (the Glòries incubator) and organisations that bring together innovation and their spin-offs (Almogàvers Business Factory) which is managed under a public-private partnership.

In addition to providing the companies and business projects installed there with highly equipped facilities, these spaces also offer first-rate logistical and administrative services and a specialised advice service for the incubated companies. The service range is complemented by other programmes and services that have been launched, or which are in the process of being launched, dedicated to these kinds of innovative companies, such as mentoring and financing services.

In December 2012, the Glòries incubator housed some 54 companies, while the Almogàvers Business Factory, which reached full capacity in 2012, had 31 companies and 15 pre-incubated business projects at the end of the year.

#### Online services

The website [bcn.cat/emprenedoria](http://bcn.cat/emprenedoria) has a set of tools and resources related to the company start-up process which enable entrepreneurs to analyse, define and evaluate their business ideas for themselves. Among other services, it provides entrepreneurs with access to the Test Idea tool, for evaluating the business idea, the Online Business Plan, for creating and drafting the business project, the *Les Claus per Emprendre* (The Keys for Entrepreneurship) application for working on entrepreneurial skills, and the *Ubica't* (Get located) service, the first georeferencing service with databases that enable users to analyse the market, economic activity and demographics.

In addition, the Barcelona City Council web portal dedicated to enterprises, [www.bcn.cat/empresa](http://www.bcn.cat/empresa), gathered together all the latest information and news on entrepreneurship and business in 2012, with reports and practical guides and details of new developments that affect company creation.

## Programmes

### Tailor-made programmes on company creation in strategic sectors

This type of programme, based on a comprehensive support process for entrepreneurs, which includes training, personalised advice and individual coaching, was stepped up in what are considered to be economically strategic sectors for the city. During 2012, 13 business creation programmes were carried out in emerging sectors such as new technologies, creative industries, the biotechnology sector and clean energy sector, and also in important traditional sectors such as commerce, craftwork and construction. Carried out as public-private partnerships with leading entities in each sector, they enabled 257 entrepreneurs to receive support in setting up their companies.

### Tailor-made business creation programmes for different target groups

Also, in order to facilitate and adapt the business creation process to the needs of groups that have particular difficulties starting up a company, new editions of the tailor-made programmes were run, catering for the needs of young people, the over 40s and women. Over the course of 2012, these programmes for specific groups were attended by 576 participants.

### Boosting and networking activities for entrepreneurial community

In order to promote the entrepreneurial spirit among citizens as a means of generating jobs and wealth, the City Council organised 29 seminars and conferences for institutions, education centres and universities, among others, which were attended by a total of 629 participants.

At the same time, 2012 saw the launch of a new programme of seminars and short practical workshops for fostering co-operation and promoting entrepreneurship among business people. The 4 stimulus and networking events for entrepreneurs were attended by 91 participants.

| 2012 activity summary  |             | Profile of the business project promoters supported |                |       |
|--|-------------|---|----------------|-------|
| Entrepreneurs attended   | 13,535      | Type  | Men            | 48.5% |
| Projects supported   | 2,500       |   | Women          | 51.5% |
| No. of companies and jobs created*                                 | 1,700/3,200 | Age   | <25            | 3.7%  |
| No. people attending information sessions                          | 9,872       |   | 25-40          | 59.8% |
| No. people attending tailor-made programmes in strategic sectors   | 257         |   | >40            | 36.5% |
| No. of people attending tailor-made programmes for specific groups | 576         | Employment situation                                | Unemployed     | 54.0% |
| Companies installed in the Glòries Incubator December 2012         | 54          |   | In employment  | 39.6% |
| Companies and projects installed in the ABF December 2012          | 46          |   | Other          | 6.4%  |
|  |             | Level of studies                                    | Primary        | 3.6%  |
|  |             |   | Secondary      | 28.4% |
|  |             |   | University     | 68.0% |
|  |             | Origin  | Foreigners     | 18.8% |
|  |             |   | European Union | 8.9%  |
|  |             |   | Outside UE     | 9.9%  |
|  |             |   | Spain          | 81.2% |

\* Estimate based on follow-up of accompanied business projects

| Number of people on tailor-made programmes |     | Sectors of business projects accompanied   |       |
|--|-----|--|-------|
| BioEntrepreneurXXI                         | 16  | Commerce                                   | 20.4% |
| CreaMedia                                  | 29  | Culture, tourism and leisure               | 18.9% |
| EcoEntrepreneurXXI                         | 12  | Creative production                        | 12.6% |
| EntrepreneurXXIDigital                     | 16  | Services for people                        | 11.8% |
| Women Entrepreneurs School                 | 480 | Services for business                      | 10.2% |
| Ideas with a Future                        | 36  | Information and communication technologies | 7.6%  |
| Mature Ideas                               | 60  | Construction                               | 5.2%  |
| Commerce Sector                            | 38  | Industry/manufacturing                     | 4.3%  |
| Construction Sector                        | 60  | Health and social assistance               | 3.2%  |
| Craft Sector                               | 86  | Environment                                | 2.0%  |
| Total                                      | 833 | Life sciences                              | 1.9%  |
|  |     | Transport and logistics                    | 1.9%  |

## PROFESSIONAL SKILLS ACQUISITION AND EMPLOYMENT

2012 has been a year of transition towards a new model for Barcelona Activa, a new model that has enabled it to guarantee the municipal employment service, making it more stable and autonomous in its running and management, with high quality, permanent services that have guaranteed the availability of comprehensive and inclusive employment support for people. This is a service designed to meet real demands, which is complemented with additional programmes of a specific duration, adapted to the needs of priority groups, depending on available resources. This new model has entailed the merger of the Employment and Human Capital lines of action to create a single area of action, thereby increasing the efficiency and comprehensive nature of the service range.

The services and programmes designed to assist people who are out of work and to improve their employability served 19,532 people in 2012.

### Services

#### Personalised advice

Barcelona Activa offers a walk-in personalised support service on a daily basis, offering guidance and advice on issues relating to professional careers and finding a job. Professional guidance and job search are the main areas covered by this service. The advice is given by a team of guidance professionals with extensive experience and knowledge.

Of the 14,276 different queries handled in 2012, the most common ones related to professional guidance and the economic sectors and jobs most suited to the profile of each person. Other queries related to key tools for looking for jobs, such as the Curriculum Vitae and the channels for accessing job offers. Altogether, the team of experts providing the service attended to 4,221 people in 2012.

#### Guidance and job search

In 2012, the *Activa't per l'Ocupació* (Get moving towards employment) programme helped unemployed people in Barcelona through an information and guidance service. The programme included an extensive range of training activities for improving employability, knowledge of job search techniques and for promoting a proactive attitude towards finding a job.

In total 2,500 actions were carried out: 676 information sessions at facilities across the city and 1,824 training capsules. This is how the *Activa't per l'Ocupació* programme aimed at the general public served some 5,877 people, while specific *Activa't Joves* modules helped some 680 young unemployed people and *Activa't Autònoms* helped 182 self-employed people. With regard to the *Activa't* programmes adapted to address the specific problems in neighbourhoods with particularly high unemployment rates, these were attended by 403 participants. In total some 6,727 people participated in the programme in 2012.

### **Professional development**

The aim of Barcelona Activa's professional development programme is to provide information on labour market trends and to help professionals adapt to the new demands of the labour market and companies. It consists of short (3 to 12 hours) activities that are free of charge, mainly focused on developing and fine tuning skills that are key to the labour market, and managing professional change. The programme also includes the organisation of informative events, providing information on labour market trends, which have involved the direct participation of companies and organisations representing the main economic sectors.

The 1,326 activities organised in 2012 were attended by 6,803 participants.

### **Spreading the entrepreneurial culture and work values among young people**

The *Projecte de Vida Professional* (Professional Life Project) which provides academic and professional guidance to young students in secondary education in the Barcelona Metropolitan Area, helps to prevent school failure and also to spread the values of effort and a work ethic among young students in an understandable way.

The project also expanded last year to include a line of action for promoting and spreading the entrepreneurial culture among young people. In this regard, it delivered a series of talks in collaboration with FemCat, given by renowned business people, entitled "*Empresa en primera persona*" (Business in the first person). It also launched the programme "*Emprendre amb valors*" (Entrepreneurship with values), which reached 3,785 students in the city and included onsite workshops, talks featuring testimonies about recognised professional success and a competition showcasing the entrepreneurial talent of the city's secondary school students. Lastly, the project also included a monograph on the "Entrepreneurial spirit" which promoted skills and abilities linked to entrepreneurship.

With the ultimate aim of investing in the human capital of the future, promoting educational success, and making young people more competitive and better qualified, the service provided guidance to 17,977 students in the Barcelona Metropolitan Area.

### **"Barcelona Treball" website**

A great tool for anyone looking for a job, people looking to change jobs or those who want to stay up-to-date with the latest trends in the world of work. It offers a variety of interactive content which is essential for carrying out a professional project independently. At the same time, it also serves as a permanent observatory of the labour market, and services are constantly being oriented and updated to meet real demand. This has been made possible thanks to the collaboration with the *Xarxa de Socis de Coneixement*, the Knowledge Network, comprised of 30 institutions, entities and companies that are market leaders within their sector, such as universities, professional bodies of architects, engineers, environmentalists, surveyors, nursing professionals, the Barcelona Education Consortium, small and medium-sized enterprises, foundations and companies that specialise in employment mediation services such as Infoempleo, Infofeina, Infojobs and Manpower, among others.

In 2012, the Barcelona *Treball* website featured more than 7,600 job offers, 965 professional profiles adapted to the needs of the market and more than 150 multimedia resources.



## **Programmes**

### **Social and labour market insertion programme**

This programme, carried out in collaboration with the Area of Quality of Life, is aimed at people who are out of work and at risk of social exclusion and who require a labour market insertion plan tailored to their specific needs, with high levels of personalised support. As well as offering guidance, the programme includes training “capsules”, or short courses, for improving employment skills, adapted to the needs of the user. In 2012, 501 people received support through the social and labour market insertion programme.

### ***Joves amb futur (Young people with a future)***

This is a comprehensive programme for young unemployed people aged 16 to 25, which includes activities such as professional guidance, training and work experience in key economic sectors in the city. Participants in the programme include both young people with few qualifications and those who are highly qualified, who are provided with guidance and training plans adapted to their profile and professional skills. With regard to professional training, this has been focused on sectors such as sales and marketing, business services, hotel and catering services and tourism. The programme also offered grants to companies that wanted to hire young people during the work experience period of the programme. The aim of this programme has first and foremost been to improve the employability of the young people and to offer them the tools they need to help them find a job and, for the young people with few qualifications, to encourage them to return to education. The programme, which started in 2010, concluded in 2012, having offered guidance to some 1,619 young people, having trained 763 and having found jobs for 559.

### **Training in priority areas and sectors**

In 2012, the employment training programmes, aimed at people out of work, offered 73 courses attended by a total of 897 participants, who received training in emerging sectors in Barcelona and economic activities with employment potential, such as new technologies, sales and marketing, hotel and tourism, healthcare, services for people and services for companies, among others.

### **SEFED administrative training**

The SEFED programme is an employment training project subsidised by the Employment Service of Catalonia (SOC) the aim of which has been to train unemployed people to work in the field of business administration and management using the company simulation methodology.

In 2012, there were 4 editions of the programme and a total of 91 participants.

### ***Treball als barris (Work in the neighbourhoods)***

A programme within the framework of the Neighbourhoods Act, which identifies 12 neighbourhoods in Barcelona in need of special attention: Santa Caterina i Sant Pere, Roquetes, Poble-Sec, Torre-Baró-Ciutat Meridiana, Trinitat Vella, La Bordeta, El Coll, Besòs-Maresme, Barceloneta, Bon Pastor-Baró de Viver, Raval Sud, La Vinya, Can Clos and Plus Ultra. In 2012, a series of employment programmes - both training and work - were carried out in these neighbourhoods, as well as economic and business stimulus programmes, with the aim of boosting the economic and social development of these areas.

Specifically, in 2012, 12 insertion programmes were launched - offering guidance, training and social and labour market insertion to groups with particular difficulties - which served a total of 1,659 people and two trade-skills houses, based on the Environment and Entertainment, with the participation of 53 young people. It also included work experience programmes in urban maintenance and to improve communities and boost sales, which benefited some 182 people, as well as an employment workshop on services for people, delivered to 16 young people in the city. Lastly, the programme also included information sessions from the *Activa't al teu Barri* programme, with 1,227 beneficiaries. In total, 3,101 different people took part in the neighbourhood initiative programme in 2012.



## Employment plans

In 2012, 378 people were hired through the employment plans programme, which undertook activities in collaboration with 30 organisations and municipal departments in the city. The activities carried out were in the following sectors: housing, the environment, information and communication technologies, services for the community, services for people and urban sustainability.

### 2012 Activity summary

|  |        |
|--|--------|
| People attended                                    | 19,532 |
| People receiving personalised support              | 4,221  |
| Employment guidance and advice ( <i>Activa't</i> ) | 6,727  |
| Professional development                           | 6,803  |
| Students offered guidance (Metropolita Area)       | 17,977 |
| Social and labour market insertion programme       | 501    |
| <i>Joves amb futur</i> (young people hired)        | 559    |
| People in vocational training                      | 1,415  |
| People in "Work in neighbourhoods"                 | 3,101  |
| People supported through employment plans          | 378    |

### Profile of people Professional Skills acquisition and Employment, 2012

|                  |                | total |
|------------------|----------------|-------|
| Type             | Men            | 57.3% |
|                  | Women          | 42.7% |
| Age              | <25            | 15.1% |
|                  | 25-40          | 37.1% |
|                  | >40            | 47.8% |
| Origin           | Foreigners     | 31.3% |
|                  | European Union | 4.2%  |
|                  | Outside EU     | 27.1% |
|                  | Spain          | 68.7% |
| Unemployed       |                | 94.9% |
| Level of studies | Primary        | 30.5% |
|                  | Secondary      | 45.9% |
|                  | University     | 23.6% |

## TRAINING

Barcelona Activa's new model has entailed the creation of a training area which delivers an extensive technology skills training programme and which also manages the supplementary training of the Enterprise and Entrepreneurship services offered by Barcelona Activa across all areas of the organisation. This development has helped to improve the training process and the efficiency of services for citizens.

### IT skills acquisition

#### IT skills acquisition

The service dedicated to improving citizens' IT skills has offered citizens a total of 4,400 seminars and short training workshops, divided into two blocks based on the profile of the recipients.

For people with little technical knowledge, the 11 basic technology skills training antennas located in the city's public libraries were improved and enabled 5,823 people to receive training. Last year, the basic internet and information technology training activities received the e-Inclusion award from the European Commission, which is aimed at organisations that champion digital inclusion through successful initiatives.

In addition to this, a total of 8,557 professionals and SME workers acquired advanced technology training through a series of practical activity sessions, between 3 and 12 hours long, on specific issues, generally a solution, a concept or a technological tool. The participants were also able to learn about new ways to use the internet in order to become more efficient, increase productivity and give their company a competitive advantage.

In order to ensure that the content and activity programme is kept up-to-date and adapted to the needs of

companies, the Cibernàrium has an Advisory Board comprised of 29 leading information technology organisations, companies and institutions, such as bDigital, ATI Associació de Tècnics d'Informàtica, Localret, Telefónica, Google, Indra, Microsoft, Telefónica, Pimec, the official Catalan associations of Computer Engineers and Telecommunication Technicians, TicSalut, Mac Can Erickson, Cercle per al Coneixement and a number of universities (UOC, UAB, UPC), among others.

In 2012 Cibernàrium received an award from the Catalan Telecommunications Installation Business Federation (Feceminte) receiving the prize for the best initiative that has helped to improve the competitiveness of the companies and professionals comprising the Feceminte group.

## Additional training for Enterprise and Entrepreneurship Services

### Business management training

The Barcelona Activa Enterprise Service also offers a range of short specific training courses (training capsules) for business people, mainly aimed at improving business management, skills for improving competitiveness of the business sector and providing the training needed to start up a company. The programme also offers activities on finding funding, finding employees, access to public tender processes and business landing in the city. A total of 1,481 people participated in the training programme over the course of 2012.

### Training in entrepreneurial skills and knowledge

The aim of the training programme developed specifically for users of the Entrepreneurship service is to provide entrepreneurs with the knowledge and skills required to enable them to successfully start up a company. Based on short training capsules, it covers areas such as devising a business plan, marketing and sales techniques, business procedures, taxation, finding funding and strategic sectors, among others. The programme, which is called "*El què cal saber per emprendre*" (What you need to know to start up a business) offered 1,227 seminars, which meant that more than 4,000 people received entrepreneurship training in 2012.

| 2012 Activity summary  |        | Profile of people who received technology training |                |       |
|--|--------|--|----------------|-------|
| People attended in technology training                           | 13,868 | Type   | Men            | 43.8% |
| People attended in basic training                                | 5,823  |  | Women          | 56.2% |
| People attended in Antennas                                      | 3,887  | Age  | <25            | 3.6%  |
| Professionals and SMEs   | 8,557  |  | 25-40          | 43.0% |
| Themed areas   | 6,314  |  | >40            | 53.4% |
| Sectors  | 3,785  | Origin   | Foreigners     | 12.0% |
| No. technology training activities                               | 4,443  |  | European Union | 4.0%  |
| Additional training for Enterprise and Entrepreneurship Services |        |  | Outside EU     | 8.0%  |
| No. entrepreneurs  | 4,143  |  | Spain          | 88.0% |
| No. people in business training                                  | 1,481  | Unemployed   |                | 44.5% |
|  |        | Level of studies                                   | Primary        | 15.8% |
|  |        |  | Secondary      | 29.0% |
|  |        |  | University     | 55.2% |

## **PROJECTS AT THE DESIGN STAGE FOR 2013**

In 2012, a number of actions were taken to increase the range of services and programmes offered. Below are details of the programmes that were in the definition and design phase in 2012 and which are set to be launched in 2013.

### **"aXelera" programme**

Over the course of 2012, work was carried out on the design of this programme, which aims to identify companies with the highest growth potential in the Barcelona metropolitan area in order to support them in their expansion process. The programme, which is a public-private partnership, will be launched in 2013 and is expected to offer a package of individualised actions, a global promotion plan, meetings with investors and business sponsors to help speed up the growth of the selected companies.

### **Company visits Programme**

In order to find a new way to stay in direct contact with the needs of companies, the Enterprise Area of Barcelona Activa has been working on launching a new programme of visits in 2013, whereby its technical team will visit different companies in the territory. The aim is to bring existing services and programmes closer to companies in Barcelona, thereby promoting better management, competitiveness, innovation and fostering business growth, and at the same time looking into any human resource needs the companies may have.

### **Product: job creation subsidies**

Work has been carried out to create a new product that will make it easier for small and medium sized enterprises in the city to permanently take on young people under 30 and the long term unemployed (more than 12 months). This is a pioneering initiative from Barcelona City Council, that will offer direct subsidies to companies when they hire people on a permanent basis from groups that are particularly affected by unemployment. Specifically, it will give 3,000 euros for each new permanent contract, up to a total of 1.8 million euros, which will cover 600 new employment contracts. This new product is set to be launched in 2013 and is a step forward with regard to municipal policies to support business and foster employment.

### **ESA BIC incubator**

A bid has been presented to the European Space Agency to create a new business incubation centre in the Barcelona Metropolitan Area (ESA BIC Barcelona), a public-private partnership with Barcelona Provincial Council, the Provincial Council of Baix Llobregat, the AMB, the UPC, Caixa Capital Risc and the European Space Agency. The ESA BICs are fully multidisciplinary business incubation centres where business initiatives benefit from space technologies to develop all kinds of services and products for multiple uses and activities.

The aim of the ESA BIC Barcelona is to promote the growth of 40 companies over the next 4 years, which will be housed simultaneously in the incubator. This project would make the Metropolitan Area of Barcelona a benchmark for innovation and technology-based entrepreneurship on a global scale, making the most of local scientific and technical talent, fostering an entrepreneurial spirit, and boosting relations between the administration, companies and universities in the field of technology.

### ***Posa't en marxa (Get Started)***

Work has been carried out on the design of this new programme, which is another step forward in supporting business creation, as it is designed to support entrepreneurs who are starting up a new company. It includes training in how to set up a business, the electronic start-up service for new companies - the PAIT advice and procedures point - and, following the creation of the company, a specialist expert advice service offered by business owners and executives who are members of SECOT.

### **City Council procedures**

In 2012, work was carried out on integrating the Business Support Office into the different municipal license processes, among others, in order to offer business people a comprehensive service. The ultimate aim is to reduce the number of administrative procedures and facilitate business activity.

### Personalised job search programme

This programme, which will be rolled out in 2013 in collaboration with the Area of Quality of Life, aims to offer job search guidance to people with few independent skills and also aims to improve their employability and personal independence. It will include group training activities combined with highly personalised follow-up of participants.

### Employment programmes co-funded by the Employment Service of Catalonia

2012 saw the design of projects that were submitted to calls for projects from the Employment Service of Catalonia, to be implemented in 2013. They are as follows: *Joves per a l'Ocupació* (Young People for Employment) a comprehensive training-guidance-insertion programme, offering grants to companies that take on young people, for 120 young unemployed people; *De l'atur a l'ocupació* (From Unemployment to Employment) which uses a similar methodology to the above programme but is aimed at 60 long-term unemployed people; a new *Treball als Barris* (Work in the Neighbourhoods) call; and an innovative project to identify, disseminate and provide training in jobs linked to the mobility technologies sector, making the most of the synergies resulting from the Mobile World Capital project which has been launched in Barcelona, and which will help to promote this emerging sector that creates new jobs.

## 04.2 PROMOTION

Barcelona Activa works to facilitate and create the conditions for attracting, retaining and generating economic activity in Barcelona and its sphere of influence.

It also works to promote Barcelona and its brand as being synonymous with success and prestige, linked to values such as innovation, creativity, knowledge and progress. For this reason, and with the aim of boosting the city and raising its profile locally and internationally, Barcelona Activa has been carrying out work in the following areas: promotion of the city, promotion of tourism and events, territory and commerce, and the promotion of strategic sectors in the city.

### CITY PROMOTION

Within the city promotion area, the City Council works to promote Barcelona's economic flows, exchanges and relations with the outside world, promoting the Barcelona brand as a key to boosting our economy and business leadership. In this regard, in 2012, work was carried out both in foreign markets and in the city itself, including the following projects and activities:

#### Promoting the city abroad

Barcelona City Council took part in a total of 37 promotional activities overseas, which has enabled it to present Barcelona (and its brand from an economic point of view) and the investment opportunities in the city to more than 5,000 people. These 37 events included 12 networking conferences, 10 investment workshops, 7 economic missions and participation in 8 international trade fairs. As part of the *Pla Xina* (China Plan), which aims to improve awareness of our city in this market, 3 economic and institutional missions were carried out in Asia.

Work has continued on the Barcelona-Catalonia project, to promote the metropolitan real estate sector overseas. This project, jointly run by the City Council and the Generalitat (through Incasòl) has enabled a global range of investment projects to be presented to the main international markets. They have been presented at Mipim, Expo Real, Barcelona Meeting Point and promotional events have been carried out with organisations such as the Urban Land Institute.

Furthermore, through participation in the Air Route Development Committee (Comitè de Desenvolupament de Rutes Aèries) 7 new intercontinental routes have been established from Barcelona Airport (Dubai, Toronto, Miami, Santo Domingo, Algiers, Oran and Banjul) and the airport has experienced growth with 42 international routes offering more frequent flights.

### **In-city promotion**

Over the course of the year, Barcelona attracted groups of business owners, professionals, representatives of economic institutions and entities and postgraduate students interested in learning about what Barcelona has to offer. In 2012, 224 delegations were attended to (112 in 2011) with a total of 3,015 delegates, of which 46% came from Europe and 20% from Asia, mainly China.

The agency has also helped to organise 15 conferences and congresses, attended by a total of 1,371 delegates, and 5 themed city tours with international delegates, covering the following areas: clean energy, science, innovation and smart city.

In 2012 there were more promotional seminars for the foreign economic community in Barcelona, Barcelona Updates, attended by consulates, chambers of commerce and foreign business associations with a presence in Barcelona, with the numbers increasing from 6 seminars in 2011 to 17 in 2012. The agency also supported or helped to organise 13 networking events attended by 634 professionals from the foreign business community.

Lastly, to help foreign families who come to live and work in the city to settle down, 3 welcome sessions were held at international schools, attended by a total of 633 people. Also, for foreign people from the business community who are interested in learning Catalan, 2 Catalan language courses for companies were organised, attended by a total of 45 people.

### **Economic alliances with cities**

Within the framework of Barcelona City Council's economic relations, in 2012 Barcelona Activa participated in two working groups of the network of major European cities, Eurocities: the working group on "Entrepreneurship and SMEs" and the working group on "City Marketing & Attractiveness".

As members of the WCCP (World Class Cities Partnership), the agency organised the second annual summit of this network comprised of the cities and universities of Boston, Barcelona, Vancouver, Guadalajara (Mexico), Haifa, Dublin, Hamburg and Hangzhou (China).

Lastly, it participated in various events organised by the Urban Investment Network of the Urban Land Institute (ULI) which brings together cities and private investors to find solutions to real estate investment needs.

### **Accompanying projects**

Over the course of 2012, within the remit of the city promotion area, the City Council dealt with 223 enquiries from foreign projects interested in doing business in Barcelona. It followed up these enquiries and provided assistance and support to 100 projects, 10 of which were installed in the city in 2012, 6 were discarded and 84 are still being followed up in 2013. The estimated economic impact of these projects is more than 22 million euros (17 million of which correspond to the *Active Group* hotel project) and they will also create 90 new intermediate and high-level jobs in Barcelona.

## **STRATEGIC SECTORS PROMOTION**

In order to promote the various strategic economic sectors, activity has intensified with new initiatives launched to promote the competitive development of companies through the co-ordination of clusters and public-private platforms in the following areas: mobility (mobile phones) and ICT (information and communication technologies), sustainable mobility (transport), logistics, food, higher education, biotechnology and aerospace.

Highlights from 2012 include the following initiatives, by strategic sector:

### **Mobility (Mobile World Capital) and ICT**

In 2012, priority was given to the launch of the mobile world capital project which, making the most of the city's hosting of the Mobile World Congress, the sector's key congress, until 2018, aims to promote the development of a technology sector that will become a driving force for innovative economic activity, generating quality employment and positioning Barcelona as an international benchmark for technology.

In order to manage this large project, which is strategic for both the present and the future of Barcelona, in March 2012 the Mobile World Capital Foundation (MWCF) was created, comprised of Barcelona City Council, the Generalitat de Catalunya, the Ministry of Industry, Energy and Tourism, *Fira de Barcelona* (Barcelona Trade Fair) and the institution that promotes the congress, GSMA. In 2012, Barcelona City Council, in conjunction with the FMWC, worked to ensure this capital status would become an economic engine for the city, working on developing the 4 areas that form part of the Mobile World Capital: the Mobile World Congress, the Mobile World Festival, the Mobile World Centre and the Mobile World Hub.

The MWCongress was held in February and was attended by 60,000 people. 2012 saw the development of the MWFestival which will consist of three events set to take place in 2013 (Moba, Sonar and Phonetastic) and the iconic MediaTIC building has been chosen to host the MWHub, the industrial project of the MWCapital which includes the following projects: M-Program, M-Law, M-News, M-Talent, M-Entrepreneurship and M-Cluster. Lastly, in February 2013, the MWCenter will be opened as an exhibition venue and point of contact with citizens.

Progress has also been made on defining specific projects, such as organising and launching the pilot to improve the experience of congress participants during the MWC 2013 in Barcelona with NFC technology implemented by Connecthings, the company that won the *Living Labs Global Award | Cities Pilot the Future 2012*.

In order to foster business growth through urban innovation and make Barcelona a smart city, a number of international competitions have been launched, calling for solutions to the challenges faced by our city. The Living Labs Global Awards 2012 set the challenge of coming up with ways to improve the experience of visitors and received 109 proposals; the Open Cities App Challenge called for mobile apps that use open data, and received 113 proposals; Apps4Barcelona, called for mobile apps that offer services to Barcelona's citizens and received 86 proposals and Open Cities Urban Lab Challenge called for solutions to improve the energy efficiency of municipal buildings, for which 12 proposals were submitted. The winning projects will have the chance to see their solutions implemented in Barcelona.

Lastly, the agency has promoted the creation of the new Tech Barcelona Cluster, a private initiative from digital companies and the e-commerce sector, a sector with great potential for economic growth, job creation and raising the profile of the city.

### **Sustainable mobility**

2012 saw the consolidation of LIVE (logistics for the implementation of electric vehicle), the platform for introducing electric vehicles, headed by Barcelona City Council, and the positioning of Barcelona as a point of reference for electric and sustainable mobility. Over the course of 2012 work was carried out to ensure that the LIVE platform could open to all interested companies in 2013.

As a global capital for the sector, two major landmarks were achieved: the recognition of Barcelona as one of the 10 best cities in the world for developing electric mobility, by the International Energy Agency, in its EV Cities Casebook study, and co-ordinating the organisation of the EVS27 event in Barcelona, which will take place in 2013 and will involve the participation of more than 5,000 delegates.

Barcelona City Council also organised Expoelectric and took part in Intertraffic (Amsterdam), leading events in the sustainable mobility sector which have raised the local and international profile of both the companies and the city.

Work has been carried out on institutional co-ordination in collaboration with the Generalitat's "Tractor" Plan and on promoting and supporting the realisation of industrial projects and projects to attract investment to the city, with companies and consortia including Going Green, IfRenting, the European MOTIT-BCN project, NISSAN's announcement that it will manufacture its next electric van, the NISSAN NV200e, at the plant in the Free Trade Zone, and the introduction of a rental service with more than 1,000 electric motorcycles for hire, promoted by e-Cooltra.

### **Agro-food**

In this area, the City Council has given impetus to the promotion of the food cluster in Barcelona, presenting the cluster's new image and website at the Alimentària food trade fair. It has also supported collaborative business projects in areas such as logistics and technological innovation, and launched a project to introduce electric vehicles at Mercabarna.

## Biotechnology

In the field of biotechnology, Barcelona was nominated to host the next, 2013, BioEuropeSpring congress. This has entailed active participation in the 2012 editions of the BIO fair in Boston and the BioEurope fair in Hamburg.

## Logistics

With regard to logistics, 2012 saw the celebration of the SIL fair, which received support from Barcelona City Council, as an active member of the BCL platform (Barcelona Logistics Centre) and president of the International Commission.

Finally, with regard to promoting strategic sectors, the City Council helped to organise a number of national and international congresses through public-private platforms in order to promote clusters, such as the BDigital Global Congress (2,000 participants) BDigital Apps (850 participants) IHT Global Clean Energy Forum (300 participants) and the Fira Smart City Expo and World Congress (7,000 participants). At the same time, it stepped up its promotion of the different sectors with the publication of the following sector dossiers: "ICT", "Energy, Mobility and Environment", "Logistics", "Agro-food", "Higher Education" and "Biotechnology".

## TOURISM AND EVENTS PROMOTION

In 2012, Barcelona once again beat the previous year's figures for tourist numbers, with a 1.3% increase in the number of tourists staying in hotels and a 3.1% increase in the number of overnight stays. This is particularly remarkable given the current economic crisis, which has led to a significant fall in the number of Spanish tourists and, in contrast, a surge in the numbers of foreign tourists visiting our city.

### Tourism promotion

2012 was characterised by the Tourism and City actions which, promoted by different municipal departments, have enabled us to tackle the challenge of managing tourism in the city. Highlights include the creation of the Municipal Tourism Committee, an interdepartmental co-ordination body which is essential to provide an overview of tourism management in the city. In this area, the most significant actions in 2012 were as follows:

- The reorganisation of bus and coach mobility, as part of a traffic calming scheme in the area around the Sagrada Família.
- The drafting of a tourism security plan within the framework of the Council for Public Security.
- The drafting of a new Master Plan for Park Güell which will be implemented in autumn 2013.

The decentralisation of tourist activity is another of the key areas being worked on. Following the completion of three earlier pilot plans, the process of drawing up tourism plans for the remaining seven districts has got underway: Nou Barris, Sant Andreu, Sant Martí, Gràcia, Sants-Montjuïc, Eixample and Ciutat Vella. These plans will enable the identification of new tourism assets, thereby diversifying the points of interest for visitors to the city and favouring local economic development through tourism. As a result of the already completed pilots, the Horta-Guinardó Tourism Development Plan has been presented which, based around the concept of "*La ciutat de l'aigua*" (*The City of Water*), offers a fresh view of the district, aimed at visitors.

From a wider territorial perspective, the implementation of the agreement signed with Barcelona Provincial Council and the Barcelona Tourism Consortium, has aided the joint strategic reflection on the concept of "Destination Barcelona". The integration of the "Convention Bureaus" of Barcelona and the province will be the first concrete result, along with the production of joint tourist products that favour the decentralisation of visitors to Barcelona, moving tourism out towards the provincial area.

2012 was also marked by the entry into effect of two new laws from the Generalitat that affect tourism management in the municipalities. On the one hand, the Omnibus Law has completed the list of existing tourist accommodation, with *Habitatges d'Ús Turístic* (Dwellings for Tourist Use - HUT) and has changed the communication licensing regime. On the other hand, on 1 November the Tourist Tax came into effect.



In close co-ordination with the Tourism Department, municipal procedures have been adapted to respond to the new legal framework and improvements have been made to data processing and handling between the two administrations to ensure a more effective fight against illegal accommodation. A tourist accommodation inspection campaign has also been launched, aimed at unauthorised HUT and youth hostel activity. This new scenario has led to the uncovering of a great deal of undeclared activity: in the space of a year the number of such HUTs rose from 2,683 to 4,730.

By accompanying tourism business projects, it has become easier to process them through the various municipal offices. Worth mentioning are relations with the different sector associations, particularly the Barcelona Hotels Association, Apartur and Acatur.

In conjunction with the Barcelona Tourism Consortium, work has continued on the Biosphere certification for responsible and sustainable tourism which in 2012 was accredited by the Global Sustainable Tourism Council.

In order to spread good practices in sustainable tourism implemented in our city and to promote the introduction of Corporate Social Responsibility criteria in the tourist industry, a project has been set up in conjunction with the TSI-Esade school and the European hotel association HOTREC which has been presented to the European Commission.

With regard to ICTs, a number of initiatives have been undertaken to encourage ICT development in the tourism sector: a focus group with tourism companies and technology firms to promote solutions suitable for the tourist industry (with BDigital) and the development of tourism apps (with the e-Administration Department of the Municipal Institute of Information Technology).

### **Supporting, attracting and securing events**

Within this sphere of action, a total of 95 projects were supported in 2012, of various kinds: conferences, trade fairs, product presentations, institutional events, etc., for which the required logistical, co-ordination and communication support was given. Particularly worth mentioning is the support for the Mobile World Congress 2012 and the preparation for the 2013 congress which, moving from Montjuïc to Fira Gran Via, has required the redefinition of all the routines relating to the setting: mobility, security, communication, co-ordination with Hospitalet City Council, etc.

Also in 2012, the city won 23 bids for conferences that will be taking place in the city over the course of 2013. Worth mentioning is the support from the ATM which has attended to our needs by approving a new tariff for providing transportation for events with more than 1,500 delegates (T-Event). The new prices will make Barcelona more competitive as compared to other cities when it comes to attracting large-scale events.

Finally, there was a new edition of the *Festa al Cel* (Festival in the Sky), which last year entailed a new collaboration framework with AENA which optimises relations with Barcelona Airport and improves the technical conditions for holding the event.

## **TERRITORY AND COMMERCE PROMOTION**

In 2012, Barcelona City Council promoted economic development in all the city's districts, adapting the services offered by the Area of Economy, Enterprise and Employment to their needs and supporting economic development projects and initiatives in the districts.

In addition to these two areas is the promotion of the Fashion Sector, which has a significant weight in the Catalan economy both in terms of number of employees and exports, and is also an asset of great value to the Barcelona brand.



## Territory promotion

Support has been given to generating and developing economic development strategies in the districts, through a number of actions, including:

- Establishing mechanisms with the ten districts for co-ordinating and capturing demand.
- Participating in a number of local stimulus plans, including:
  - The *Fem Paral·lel* Plan
  - Project to transfer the Innovation District model to the Sarrià-Sant Gervasi district
  - Participation in the Bon Pastor Industrial Estate Support Group, promoted by the Sant Andreu District
- Co-ordinating the introduction of 5 customer support points for Barcelona Activa's 2 new personalised employment and job search guidance programmes, which in 2013 attended to 1,500 unemployed people.
- Co-ordinating and liaising with the 6 districts involved in Barcelona Activa's employment and economic stimulus project "*Treball als Barris*". Drafting the 2013 economic stimulus work plans for the districts as part of this programme.
- Working with the Department of Tourism to roll out the District Tourism plans.
- Helping to draft the proposal on municipal subsidies for promoting local economic development.

## Promotion of commerce

A training programme was devised on professional and digital skills for local commerce and services, which will be delivered in 2013 in all 10 districts of Barcelona.

As part of the Christmas campaign, one of the key events for commerce in the city, the City Council co-ordinated a number of events, such as direct management of the Christmas Trees Project, securing private sponsorship which has been reinvested in this and other Christmas projects. A total of 16 trees we put up across the city's 10 districts, providing a boost to their shopping areas. It also managed the special lighting of the Torre Agbar for Christmas and other street lighting projects, and co-ordinated the installation of the ice rink, Bargelona, in Plaça Catalunya, promoted by the Fundació Barcelona Comerç, which attracted some 100,000 skaters, plus companions, an undeniable attraction for tourists. The ice rink also served to promote the Pyrenees 2022 Winter Olympics bid, with numerous demonstrations of Olympic disciplines on ice and short courses for children.

Another priority project carried out in 2012 was the simplification and review of regulations, moving towards a single ordinance text for terraces that harmonises the 17 different regulations currently in effect in the city.

Lastly, Barcelona City Council supported a number of promotional events for the fashion industry, as an important sector for the city's economy, with a major international profile, and an asset of great value to the Barcelona brand. The Council supported the organisation of: the 2 editions of the urban fashion fair The Brandery; the 22nd edition of Bridal Week which, with more than 15,000 visitors, is one of the sector's leading events worldwide; and Modafad, which promotes fashion and young designers from Barcelona. It also facilitated logistical and promotional aspects of: Barcelona 080, Week of Contemporary Jewellery Barcelona, Little Barcelona, Mango Fashion Awards, the International Film and Fashion Festival and the first ethical fashion event in Barcelona, "Be Cool & Be Conscious".

# 05

## Financial management

2012 was marked by a significant change in the structural model of Barcelona Activa. Up to now, Barcelona Activa's activity model was mainly based on presenting and capturing economic development projects through calls launched by the different administrations (European Union, Central Government, Generalitat de Catalunya and other international bodies). Finalist projects that, once awarded, were executed in accordance with the rules and regulations by which they were governed. This mode of operating entailed a great deal of global planning, an intermittent and non-universal range of services, and labour relations that were often temporary, subject to the existence of programmes awarded by other administrations.

Halfway through 2012, Barcelona City Council decided to overhaul its strategy with regard to the focus of Barcelona Activa's economic development activities, providing resources from its own municipal budget to guarantee a series of permanent and universal services for companies, people and the city, which were effective, well-dimensioned, of a high quality and adaptable in order to meet current needs but also help the city move towards a competitive, sustainable economic model, ensuring the quality of life of its citizens, irrespective of the calls for programmes made by other administrations.

The scenario envisaged for 2012 and the coming years, marked not only by economic slowdown and high levels of unemployment, but also by cuts to enterprise and employment programmes co-financed by other administrations, led to this change in strategy with regard to the model of the municipal agency.

This means that, unlike previous years where the municipal contribution was around 40% of the current income of Barcelona Activa, in 2012, with the increase in the municipal contribution from the second half of the year, this rose to 54% in annual terms. It is foreseen that in the following annual payment, in which the municipal contribution is increased for the whole year, this proportion will rise to around 70%.

These planned strategic changes have had a direct effect on the workforce. The structure has been extended to create a stable and highly qualified team. So, in December 2012, the agency had 271 employees, with structural staff accounting for 47% of the total workforce in December 2011, rising to 74% in 2012. As a result of this staff restructuring process which began halfway through 2012, it is expected that in 2013, structural staff will account for 76% of the total workforce and this figure is set to stabilise.

Within this new scenario, which guarantees a range of high quality, permanent and universal services supporting enterprise, entrepreneurship and employment, Barcelona Activa implemented a budget of 31 million euros in 2012. With regard to the origin of the current income, 54% corresponds to the contribution from Barcelona City Council, 35% from the Generalitat de Catalunya, 5% comes from European funds and a further 5% from own management funds - mainly for managing incubation spaces - and 2% from other administrations. There has been a sharp reduction in funds from the Generalitat, as the administration responsible for active employment policies, which has cut its budget for programmes carried out by the agency from 21.3 million euros to just 10.1 million.

With regard to expenditure, 42% was spent on Professional Skills Acquisition and Employment services and programmes, 15% went towards supporting Entrepreneurship, 21% was spent on training activities, 11% on support for Companies, 5% on promoting Strategic Sectors, 3% on promoting the city internationally, 2% on territory promotion and commerce and 1% on tourism promotion and capturing and securing events.

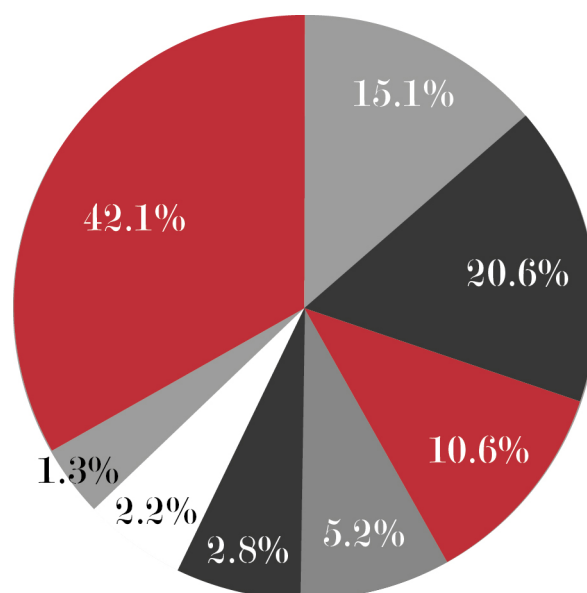
In 2012, payments worth a total of 27.7 million euros were made to providers and suppliers, with an average payment term of 15 days, which amounts to a 42% reduction in the provider/supplier payment term and is therefore an improvement in the efficiency of the public administration, benefiting the economic activity of companies.

The company has renewed its ISO certifications, the processes of employment training, experience-based programmes, company establishment, IT skills acquisition and diffusion, and administration and finance.

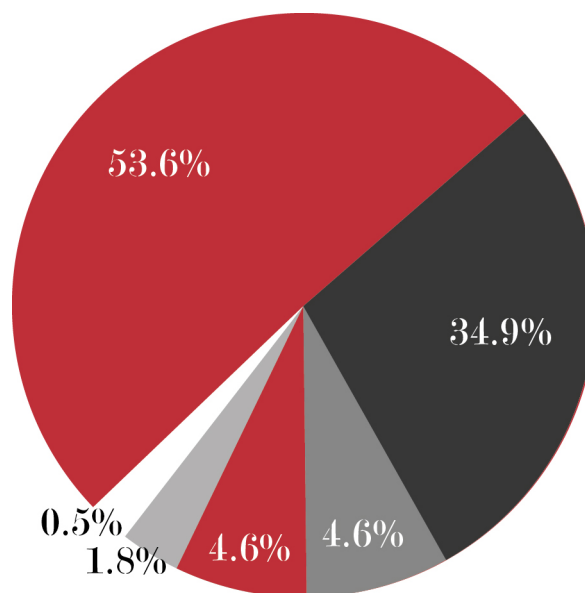
Lastly, in 2012 it signed contracts worth 120,912.85 euros with job placement companies and special work centres, in line with the measure to introduce social clauses to municipal recruitment processes.

**Distribution of expenses 2012**

|  |       |
|--|-------|
| Entrepreneurship                               | 15.1% |
| Training                                       | 20.6% |
| Enterprise                                     | 10.6% |
| Strategic sectors Promotion                    | 5.2%  |
| City Promotion                                 | 2.8%  |
| Territory and commerce Promotion               | 2.2%  |
| Tourism and events Promotion                   | 1.3%  |
| Professional Skills Acquisition and Employment | 42.1% |

**Distribution of revenues 2012**

|                                       |       |
|---------------------------------------|-------|
| Barcelona City Council                | 53.6% |
| Government of Catalonia (Generalitat) | 34.9% |
| European funds                        | 4.6%  |
| Management revenues                   | 4.6%  |
| Others institutions                   | 1.8%  |
| Other revenues                        | 0.5%  |



# 06

## Board of directors

### **President**

Ms. Sònia Recasens i Alsina

*Second Deputy Mayor for the Area of Economy, Enterprise and Employment*

### **Vice president**

Mr. Jordi Joly i Lena

*CEO of the Area of Economy, Enterprise and Employment*

### **Board Members:**

Mr. Jaume Ciurana i Llevadot

*Fifth Deputy Mayor*

Mr. Xavier Mulleras Vinzia

*Councillor for the PPC Municipal Group*

Mr. Gerard Ardanuy i Mata

*Councillor for Education and Universities*

Ms. Miriam Casanova Domènech

*Councillor for the PPC Municipal Group*

Mr. Jordi Martí i Galbis

*Councillor for the Convergència i Unió Group*

Ms. Janet Sanz Cid

*Councillor for the ICV Municipal Group*

Mr. Raimond Blasi i Navarro

*Councillor for Commerce*

Mr. Josep Lluís de Villasante

*Representative of Unitat per Barcelona*

Mr. Jordi William Carnes i Ayats

*Councillor for the PSC Municipal Group*

## 07

## Organisation Chart

